



Why PMOs Fail: Is Your Organization at Risk?

June 10, 2010

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- » Defining Our Terms
- » How PMOs Create Tangible Value
- » What Are the Common PMO Pitfalls?
- » Assessing Your PMO
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Project Portfolio Management

- Selection, prioritization and management of the full range of projects organizations undertake.
- Ensure a corporation is doing the right projects both new and those underway

Program Management

- Efficient and effective delivery of key strategic programs
- Handle a range of tasks and include expertise in project planning and management, financial analysis, risk management, communications and decision support;
- Drive standard templates, workflows, reports and tools.

Project Management

- Efficient and effective delivery of individual projects.
- Project managers for individual projects can report up to PMOs or operate independently.

PMOs Create Tangible Value



On-time, On-budget Outcomes



Effective PMOs improve the performance of individual projects by staying on top of key milestones and re-enforcing project management best practices

Better ROI from Change Initiatives



In our experience there is a direct link between this level of detailed insight and the speed with which organizations realize the benefit.

Stronger Strategic Alignment



PMOs reinforce the necessary links to corporate strategies. The key is to continually define performance metrics, align specific deliverables and allocate resources in such a way that translates to organizational objectives and differentiation strategies.

Smarter Decision Making



Clearly defined, quantifiable metrics and rigorous methods for analyzing program and project performance ensure that all stakeholders understand program and project constraints and enable fact-based, data-driven decision making.

Reduced Risk



A disciplined process for the entire project lifecycle coupled with a team that is held accountable to deliver reduces common project risks.

Increased Skills & Talent

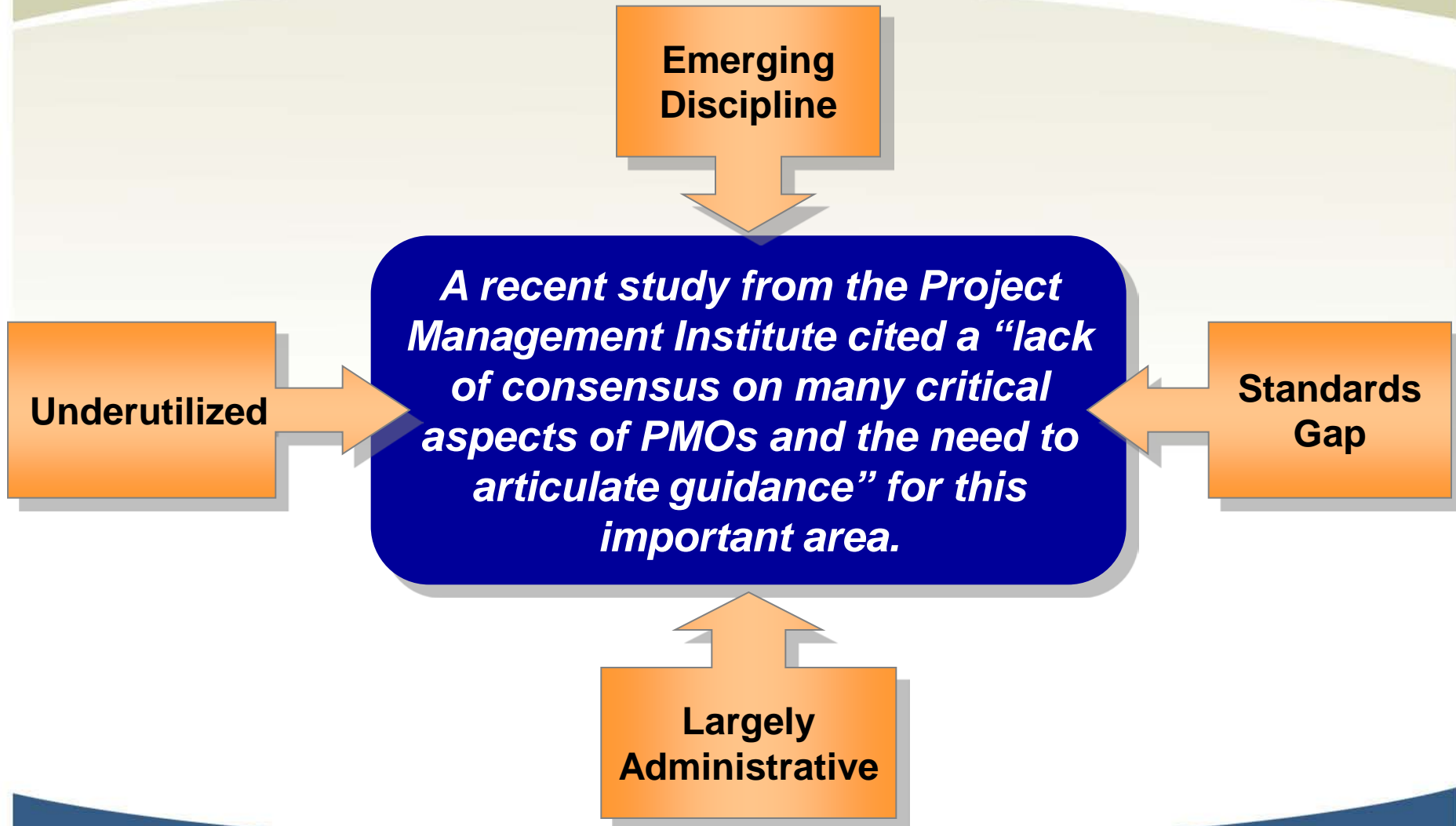


PMOs can serve as a lab for developing necessary skills and talents, including financial management and analysis, project planning and management.

Stronger, Clearer Leadership



By handling logistical matters and operational details, effective PMOs can free up management time to focus on more strategic tasks and activities.



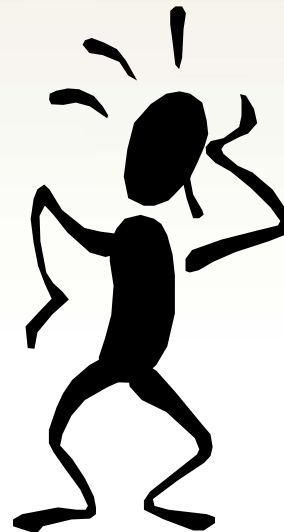
The standards gap is just one reason why many PMOs don't deliver the expected value. Others include:

Skills Gaps

Reactive Mode

Inadequate Staffing

Narrow Charter



Lack of Authority

The standards gap is just one reason why many PMOs don't deliver the expected value. Others include:

Skills Gaps

Inadequate Staffing

Project managers lack the requisite financial management, analytical or communications skills to lead projects.

Reactive Mode

Narrow Charter

Lack of Authority

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Skills Gaps

Reactive Mode

Inadequate Staffing

A single overwhelmed project manager is expected to handle everything project related.

Narrow Charter

Lack of Authority

The standards gap is just one reason why many PMOs don't deliver the expected value. Others include:

Skills Gaps

Reactive Mode

Inadequate Staffing

PMOs are passive, with no influence over key decisions.

Narrow Charter

Lack of Authority

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Skills Gaps

Inadequate Staffing

Individual PMOs are assigned to single projects, greatly limiting visibility across projects and missing out on opportunities to leverage skilled resources.

Reactive Mode

Narrow Charter

Lack of Authority

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Skills Gaps

Inadequate Staffing

Many PMOs simply report the status of various projects, instead of playing a more proactive role in driving projects forward, identifying and mitigating risks, spearheading issue resolution, and enforcing standards across projects.

Reactive Mode

Narrow Charter

Lack of Authority

What is your biggest PMO challenge?

1. Skills Gaps
2. Inadequate Staffing
3. Lack of Authority
4. Narrow Charter
5. Reactive Mode
6. Other?

Is your PMO a high-performing entity? Here's a checklist of qualities:

- ✓ Is highly empowered, accountable and authoritative
- ✓ Has oversight and influence over multiple projects or a single, large “mega-project”
- ✓ Has standardized approach and tools for critical processes and tasks, like requirements definition, project launch, project gate reviews, reporting and performance reviews
- ✓ Can provide ready access to project status and progress against goals
- ✓ Appropriately staffed and resourced, either by internal resources or external consultants
- ✓ Includes a wide range of skills and expertise, including project planning and management, financial and operational analysis, communications, change management

Any Questions



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